

DEOCS 5.0 Questions by Topic: Military and Civilian Versions

11/30/2020

Questions in this document are organized by topic and are not presented in the same order as they are presented to respondents. Some instruction text is also omitted. Text in orange will vary for the respondent based on the military/civilian status of the unit, leaders, and respondents. Please see the document titled "Survey Instrument" for the full version as presented to respondents. This version only applies to DoD and Service components with Service members and civilian staff - there is a separate version specific to students at the Military Service Academies.

Protective Factors

Lower scores for these factors are linked to more negative outcomes.

Cohesion

Cohesion assesses whether individuals in a workplace care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.

11. The people I work with work well as a team.

o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

12. The people I work with trust each other.

o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group. Higher connectedness is linked to a lower likelihood of suicidal ideation.

114. These days, I feel like I belong.

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

115. These days, I feel that there are people I can turn to in times of need.

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

116. These days, I think I make things worse for the people in my life.

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

117. My future seems dark to me.

o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Engagement and Commitment

This factor measures one's vigor, dedication, and absorption in work and commitment to the job and organization. Higher levels of engagement and commitment are linked to higher levels of readiness, performance, and retention, and a lower likelihood of suicide.

7. I am proud of my work.

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

- 8. My work has a great deal of personal meaning to me.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 9. I am committed to making the military my career.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 13. I feel like "part of the family" among the people I work with.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Fairness

Fairness is the perception that organizational policies, practices, and procedures, both formal and informal, regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher retention and lower levels of racial and ethnic discrimination.

- 51. Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 52. Discipline and criticism are administered fairly.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Inclusion

Inclusion indicates whether organization members feel valued and respected by their peers and leadership, and if they feel involved in decision-making and information-sharing. Inclusive organizations are linked to lower rates of discrimination and higher readiness.

- 14. The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 15. The people I work with believe that everyone has worth and value, regardless of their occupation and ["rank" | "grade"].
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 16. The people I work with build on each other's ideas and thoughts during the decision-making process.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 17. The people I work with would speak up if someone is being excluded.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 19. Among the people I work with, the quality of ideas matters more than who expresses them.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 50. Communication goes both up and down the chain of command.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Leadership Support - Immediate Supervisor

Leadership support is the perception of support for individual goals (including career goals), perceptions about leadership communication, and trust in leadership. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of suicidal ideation.

Relevant Definitions:

[Show if Military] Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your unit, [Unit/Organization/Academy Title]. [Show if Civilian] Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Unit/Organization/Academy Title].

- 63. I have trust and confidence in my immediate supervisor.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 64. My immediate supervisor listens to what I have to say.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 65. My immediate supervisor treats me with respect.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 66. My immediate supervisor cares about my personal well-being.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 67. My immediate supervisor provides me with opportunities to demonstrate my leadership skills.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 68. My immediate supervisor provides me with constructive suggestions to improve my performance.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 69. My immediate supervisor supports my career development.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 70. If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 71. My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Morale

Morale measures whether organizations or units complete tasks with enthusiasm and confidence in the mission. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

- 5. Overall, how would you rate the current level of morale ["in your unit," | "in your organization,"] [Unit/Organization/Academy Title]?
 - Very low, Low, Moderate, High, Very high

6. Overall, how would you rate your own current level of morale?

Very low, Low, Moderate, High, Very high

Safe Storage for Lethal Means

Safe storage for lethal means measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.

- 125. In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).
 - Never, Rarely, Sometimes, Often, Always

Transformational Leadership – Organizational Leader

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, give attention to individuals' unique needs, and directs their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.

Relevant Definitions:

[Show if Military] Unit Leader: For the purpose of this question, your unit's leader is the person in charge of [Unit/Organization/Academy Title].

[Show if Civilian] Organization Leader: For the purpose of this question, your organization's leader is the person in charge of [Unit/Organization/Academy Title].

- 80. ["My unit's leader" | "My organization's leader"] communicates a clear and motivating vision of the future.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 81. ["My unit's leader" | "My organization's leader"] takes actions that are consistent with [Service Component] values.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 82. ["My unit's leader" | "My organization's leader"] supports and encourages the development of others.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 83. ["My unit's leader" | "My organization's leader"] encourages their subordinates to think about problems in new ways.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Transformational Leadership – Senior NCO

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, give attention to individuals' unique needs, and directs their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores. Questions in this section are only presented if

respondent indicates in a previous question that their unit or organization has a senior NCO/senior enlisted leader.

Relevant Definitions:

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/senior enlisted leader is the highest-ranking non-commissioned officer or enlisted person in [Unit/Organization/Academy Title].

- 98. My unit's senior NCO/senior enlisted leader communicates a clear and motivating vision of the future.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 99. My unit's senior NCO/senior enlisted leader takes actions that are consistent with [Service Component] values.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 100. My unit's senior NCO/senior enlisted leader supports and encourages the development of people in my unit.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 101. My unit's senior NCO/senior enlisted leader encourages people in my unit to think about problems in new ways.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Work-life Balance

This factor measures one's perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicidal ideation.

- 20. I can easily balance the demands of my work and personal life.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Risk Factors

Higher scores for these factors are linked to more negative outcomes.

Alcohol Impairing Memory

Alcohol impairing memory measures how often one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault and suicide.

- 124. During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?
 - o Never, Less than monthly, Monthly, Weekly, Daily or almost daily

Binge Drinking

Binge drinking measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. Frequent binge drinking is linked to a higher likelihood of sexual assault and suicide.

123. How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?

o Never, Less than monthly, Monthly, Weekly, Daily or almost daily

Passive Leadership – Organizational Leader

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.

Relevant Definitions:

[Show if Military] Unit Leader: For the purpose of this question, your unit's leader is the person in charge of [Unit/Organization/Academy Title].

[Show if Civilian] Organization Leader: For the purpose of this question, your organization's leader is the person in charge of [Unit/Organization/Academy Title].

- 84. ["My unit's leader" | "My organization's leader"] takes early action in addressing problems.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 85. ["My unit's leader" | "My organization's leader"] addresses problems when they are brought to their attention.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Passive Leadership – Senior NCO

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment. Questions in this section are only presented if respondent indicates in a previous question that their unit or organization has a senior NCO/senior enlisted leader.

Relevant Definitions:

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/senior enlisted leader is the highest-ranking non-commissioned officer or enlisted person in [Unit/Organization/Academy Title].

- 102. My unit's senior NCO/senior enlisted leader takes early action in addressing problems.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 103. My unit's senior NCO/senior enlisted leader addresses problems when brought to their attention.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Racially Harassing Behavior

These behaviors describe unwelcome or offensive experiences of organization members based on their race or ethnicity. The presence of racially harassing behaviors in organizations is linked to higher rates of legally defined racial/ethnic harassment (in which the behaviors are sufficiently persistent and severe), as well as lower levels of readiness and retention.

36. How often does someone from your ["unit" | "organization"] tell racial/ethnic jokes that make you uncomfortable, angry, or upset?

- o Never, Rarely, Sometimes, Often
- 37. How often does someone from your ["unit" | "organization"] express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?
 - Never, Rarely, Sometimes, Often
- 38. How often does someone from your ["unit" | "organization"] use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?
 - o Never, Rarely, Sometimes, Often
- 39. How often does someone from your ["unit" | "organization"] make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?
 - o Never, Rarely, Sometimes, Often
- 40. How often does someone from your ["unit" | "organization"] show you a lack of respect because of your race/ethnicity?
 - o Never, Rarely, Sometimes, Often

Sexist Behaviors

These behaviors describe situations where someone is mistreated or excluded based on their sex or gender. The presence of sexist behaviors in organizations is linked to higher rates of legally-defined gender discrimination (in which the experiences harmed or limited their career) and sexual assault, as well as lower levels of readiness.

- 35. How often does someone from your ["unit" | "organization"] mistreat, ignore, exclude, or insult you because of your gender?
 - Never, Rarely, Sometimes, Often

Sexually Harassing Behavior

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of legally-defined sexual harassment (in which the behaviors are sufficiently persistent and severe), gender discrimination, sexual assault, suicide, and lower levels of readiness.

- 28. How often does someone from your ["unit" | "organization"] tell sexual jokes that make you uncomfortable, angry, or upset?
 - Never, Rarely, Sometimes, Often
- 29. How often does someone from your ["unit" | "organization"] embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?
 - Never, Rarely, Sometimes, Often
- 30. How often does someone from your ["unit" | "organization"] display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?

 Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).
 - o Never, Rarely, Sometimes, Often

- 31. How often does someone from your ["unit" | "organization"] ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?
 - Never, Rarely, Sometimes, Often
- 32. How often does someone from your ["unit" | "organization"] make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?
 - o Never, Rarely, Sometimes, Often
- 33. How often does someone from your ["unit" | "organization" | "Military Service Academy"] make attempts to establish unwanted romantic or sexual relationships with you?

These attempts could range from asking you out on a date to asking you for sex or a "hookup."

- Never, Rarely, Sometimes, Often
- 34. How often does someone from your ["unit" | "organization" | "Military Service Academy"] intentionally touch you in unwanted sexual ways?
 - Never, Rarely, Sometimes, Often

Stress

Stress measures the feeling of emotional strain or pressure. Higher levels of stress are linked to higher likelihood of suicide and suicidal ideation, and lower levels of readiness and retention.

- 110. In the past month, how often have you felt nervous or stressed?
 - o Never, Rarely, Sometimes, Often
- 111. In the past month, how often have you felt that you were unable to control the important things in your life?
 - Never, Rarely, Sometimes, Often
- 112. In the past month, how often have you been angered because of things that were outside of your control?
 - Never, Rarely, Sometimes, Often
- 113. In the past month, how often have you found that you could not cope with all of the things you had to do?
 - Never, Rarely, Sometimes, Often

Toxic Leadership – Immediate Supervisor

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.

- 72. My immediate supervisor ridicules subordinates.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 73. My immediate supervisor has explosive outbursts.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

- 74. My immediate supervisor has a sense of personal entitlement.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 75. My immediate supervisor acts only in the best interest of their own advancement.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 76. My immediate supervisor ignores ideas that are contrary to their own.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Toxic Leadership – Senior NCO

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members. Questions in this section are only presented if respondent indicates in a previous question that their unit or organization has a senior NCO/senior enlisted leader.

Relevant Definitions:

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/senior enlisted leader is the highest-ranking non-commissioned officer or enlisted person in [Unit/Organization/Academy Title].

- 104. My unit's senior NCO/senior enlisted leader acts only in the best interest of their next promotion.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 105. My unit's senior NCO/senior enlisted leader ridicules people in my unit.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 106. My unit's senior NCO/senior enlisted leader has explosive outbursts.
 - Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 107. My unit's senior NCO/senior enlisted leader has a sense of personal entitlement.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 108. My unit's senior NCO/senior enlisted leader ignores ideas that are contrary to their own.
 - o Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Workplace Hostility

Workplace hostility measures the presence of aggressive behaviors directed at another individual while at work. This aggression includes: physical intimidation, verbal intimidation, spreading rumors or negative comments about a person to undermine their status, and persistent criticism of work or effort. Organizations with workplace hostility are linked to lower performance, lower levels of readiness, and a higher likelihood of sexual harassment, sexual assault, and racial/ethnic discrimination.

- 22. How often does someone from your ["unit" | "organization"] intentionally interfere with your work performance?
 - Never, Rarely, Sometimes, Often

- 23. How often does someone from your ["unit" | "organization"] take credit for work or ideas that were yours?
 - Never, Rarely, Sometimes, Often
- 24. How often does someone from your ["unit" | "organization"] gossip or talk about you?
 - o Never, Rarely, Sometimes, Often
- 25. How often does someone from your ["unit" | "organization"] use insults, sarcasm, or gestures to humiliate you?
 - o Never, Rarely, Sometimes, Often
- 26. How often does someone from your ["unit" | "organization"] not provide you with information and assistance when needed?
 - o Never, Rarely, Sometimes, Often
- 27. How often does someone from your ["unit" | "organization"] yell when they are angry?
 - o Never, Rarely, Sometimes, Often

Open-Ended Questions

21. It is important for us to understand your experiences ["in your unit," | "in your organization,"] [Unit/Organization Title]. If you choose, you may use the space below to add anything else you want to say.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information. This includes information that could be used to identify you or others (for example, telling a story that is specific enough that someone could recognize the people involved).

42. It is important for us to understand your experiences with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your ["unit" | "organization"].

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you).

79. If you have any additional comments or concerns that you would like to provide about your immediate supervisor, you may share them here.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, stating your name or your immediate supervisor's name).

109. To improve leadership in your ["unit" | "organization"], it is important for us to know how your leadership interacts with you and impacts your life. If you have any comments or concerns that you would like to provide about any person in a leadership role that you may interact with either in or outside of your chain of command, please share them here.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information.

126. We want to know what is important to you. If you choose, you may use the space below to add any other comments or concerns you may have regarding any topic covered or not covered in this survey. Feel free to add anything else you want to say.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, details from a specific event that only you would know).

Demographics - Organizational Leader

53. Your current immediate supervisor is...

If you are not sure, please proceed to the next question.

- Enlisted (including non-commissioned officers [NCOs])
- A commissioned officer
- o A warrant officer
- A civilian
- Don't know
- 54. What paygrade is your immediate supervisor? (Ask if Q53 = "Enlisted (including non-commissioned officers [NCOs])")

If you are not sure, please proceed to the next question.

- o E-3, E-4, E-5, E-6, E-7, E-8, E-9, E-10
- 55. What paygrade is your immediate supervisor? (Ask if Q53 = "A commissioned officer")

If you are not sure, please proceed to the next question.

o 0-1, 0-2, 0-3, 0-4, 0-5, 0-6, 0-7, 0-8, 0-9, 0-10

56. What paygrade is your immediate supervisor? (Ask if Q53 = "A warrant officer")

If you are not sure, please proceed to the next question.

- o W-1, W-2, W-3, W-4, W-5
- 57. What DoD civilian pay plan/category is your immediate supervisor? (Ask if Q53 = A civilian)

If you are not sure, please proceed to the next question.

- o General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- o Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans
- 58. What is your immediate supervisor's paygrade? (Ask if 57 = "General Schedule (GS)-like pay plan")

If you are not sure, please proceed to the next question.

- 0 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15
- 59. What is your immediate supervisor's paygrade? (Ask if 57 = "Federal Wage System pay plan")

If you are not sure, please proceed to the next question.

- 0 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19
- 60. What is your immediate supervisor's position at the Military Service Academy? (Ask if 57 = "Title

10 tenured or tenure-track faculty" or "Title 10 non-tenure-track faculty")

If you are not sure, please proceed to the next question.

- o AD-1: Instructor
- o AD-3: Assistant Professor
- o AD-5: Associate Professor
- o AD-7: Professor
- o AD-9: Admin Faculty
- o AD-11: Supervisory/Professor Dean/Academic Dean
- 61. Does your unit or organization have a senior NCO/senior enlisted leader?
 - o Yes
 - o No
 - o Don't know

Demographics - Respondent

1. What is your affiliation to the ["unit" | "organization"] conducting this DEOCS?

Some people may have multiple affiliations (for example, a Reservist who also works as a civilian at the DoD). We are interested in your affiliation to the organization conducting this DEOCS.

- Active component military member
- Reserve component military member
- o National Guard member

- Civilian employee
- Military Service Academy cadet/midshipman

4. When did you join: [Unit/Organization Title]?

- Less than three months ago
- More than three months ago

127. Are you Spanish, Hispanic, or Latino?

- o No, not Spanish, Hispanic, or Latino
- Yes, Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Spanish, Hispanic, or Latino

128. What is your race?

Mark one or more races to indicate what race you consider yourself to be.

- o White
- o Black or African American
- American Indian or Alaska Native
- o Asian (for example, Asian Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- Native Hawaiian or other Pacific Islander (for example, Samoan, Guamanian, or Chamorro)

129. Are you?

- Male
- o Female

130. You are... (Ask if Q1 = "Active component military member," "Reserve component military member," or "National Guard member")

- o Enlisted (including non-commissioned officers [NCOs])
- A commissioned officer
- A warrant officer

131. What is your paygrade? (Ask if Q130 = "Enlisted (including non-commissioned officers [NCOs])")

- o E-1, E-2, E-3, E-4, E-5, E-6, E-7, E-8, E-9, E-10
- 132. What is your paygrade? (Ask if Q130 = "A commissioned officer")
 - o 0-1, 0-2, 0-3, 0-4, 0-5, 0-6, 0-7, 0-8, 0-9, 0-10

133. What is your paygrade? (Ask if Q130 = "A warrant officer")

- o W-1, W-2, W-3, W-4, W-5
- 134. What branch of Service are you in? (Ask if Q1 = "Active component military member," "Reserve component military member," or "National Guard member")
 - o Army
 - Navy
 - Marine Corps
 - Air Force
 - Space Force
 - Coast Guard

- 135. What is your current pay plan/category? (Ask if Q1 = "Civilian employee")
 - General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
 - o Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
 - Senior Executive Service (SES)
 - Title 10 tenured or tenure-track faculty
 - o Title 10 non-tenure-track faculty
 - Non-Appropriated Fund (NAF)
 - Demonstration/Alternative/Other pay plans
- 136. What is your paygrade? (Ask if Q135 = "General Schedule (GS)-like pay plan")
 - 0 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15
- 137. What is your paygrade? (Ask if Q135 = "Federal Wage System pay plan")
 - 0 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19
- 138. Are you a supervisor? (Ask if Q1 = "Civilian employee")

To be a supervisor, you must have at least one subordinate who directly reports to you.

- o No, Yes
- 139. What is your position at the Military Service Academy? (Ask if 135 = "Title 10 tenured or tenure-track faculty" or "Title 10 non-tenure-track faculty")
 - o AD-1: Instructor
 - o AD-3: Assistant Professor
 - AD-5: Associate Professor
 - o AD-7: Professor
 - AD-9: Admin Faculty
 - o AD-11: Supervisory/Professor Dean/Academic Dean